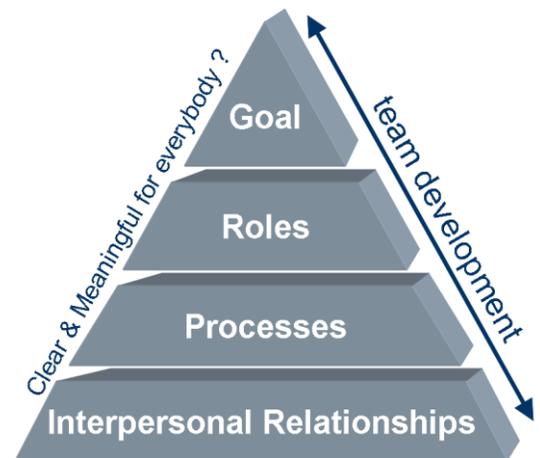


Teamwork model : GRPI

WHAT

It is a model to look at teams and question the different aspects of effective team work:

- **G**oals : clear and agreed upon
- **R**oles & Responsibilities, clear, respected and for which people take ownership
- **P**rocesses that effectively support the team's goal
- **I**nterpersonal Relationships of trust, open communication and feedback which support a sound working environment



The way teams develop and create more clarity and proficiency in each of the four aspects of the model is very 'circular' and the four aspects develop in a very interdependent way.

You often start the teamwork with a very 'thin goal' and sketchy roles and responsibilities. In actually working together (processes) you will see that goals and responsibilities are insufficiently clear, and people will 're-define' them. That redefinition allows you then to 'adjust' your processes. In doing all that, discussion, giving feedback, adapting the team's goals, .. you are developing the interpersonal relationships, etc...

WHEN

You can use it in the following situations:

- In regular feedback meetings effective teams have
- To debrief a specific team task or activity, being it a real work team assignment or an experiential learning activity
- Can be a model for team coaching for team and project leaders
- Can be a model to design team building and development interventions

WHY

- Creates awareness around performance issues in the team
- Develops a feedback culture for the team, openness and trust

How

You can use the model in very different ways :

- As a general framework during team discussions to assess team work (see possible topics and questions the facilitator can bring in on flipside)
- As a specific questionnaire, that people individually fill out. Then people are forced to 'announce' their perception of things in the team. It is a good start for a feedback session provided that you have the time to go really into the issues and resolve potential conflict. (for questionnaire see job-aid B2)



GRPI: A STRUCTURE FOR TEAM DISCUSSION

Goals

- Are the missions and goals of the team clear?
- Are they in tune with the team's environment?
- Do people understand and accept the team's primary task?
- What are the team's priority objectives? Do all agree? Do they feel committed to those objectives?
- How are conflicts between priorities handled?

Roles ad Responsibilities

- Are the roles and responsibilities clearly described, understood and accepted?
- Do the defined roles support the team goal fully?
- Do the team members have the right competence and resources to fulfill their responsibilities?
- Was there a formal/informal leadership?
- What do the team members expect of each other?
- Have these expectations been shared? Do they match?
- Do individual objectives fit with the team's overall objectives?

Process and Procedures

- Are the processes and procedures operating in the group (such as problem solving methods, communication procedures, decision making processes, resource allocations) :
 - understood and accepted?
 - supportive to the group goals and roles?
 - How are decisions made ? Are authority levels clear?
 - Are communication processes across the team working?
 - How are problems and conflicts resolved?
 - How is activity coordinated? Are reporting procedures understood and adhered to?

Interpersonal relationships

- Is there a healthy level of trust, openness and acceptance in the group?
- How team members treat and feel about each other?
- Are people's individual needs recognized and respected?
- Does the team climate allow for open debate and sharing of concerns?
- Do the team and the leader encourage feedback on the team and individual performance?

